



**NON GOVERNMENTAL ORGANIZATIONS CO-ORDINATION BOARD**

**STRATEGIC PLAN**

**2009-2012**

## **FORWARD**

In the last five years there has been tremendous growth in the NGOs Sector. The period has seen the number of registered NGOs increase from 2,000 to over 5,600 as at December 2008. The contribution of the sector to the country's economy has also increased to approximately KES 80 billion per year. The operating environment has also experienced changes that range from policy changes, environmental changes, increasing vulnerability to crimes such as money laundering and more significantly the global financial crisis.

In order to remain relevant and to enhance the contribution of the NGOs sector in improving the lives of Kenyans, there is need for the NGOs Co-ordination Board to refocus its approach to regulation and enablement. This strategic plan 2009-2012 outlines the NGOs Coordination Board's objectives and strategies for the next four years that will enable to Board respond effectively to the needs of the sector and provide effective regulation and enabling to the sector.

The Plan identifies key challenges faced by the Board and these include: - Inadequate policy, legal and institutional framework; inadequate funding; Inadequate infrastructure-office space; Inadequate information and communication technology; Weak monitoring and evaluation framework; Ineffective customer service and Operational challenges arising from re-organization of the Government.

To address these challenges the Board will in the next four years focus on: - Policy, legislative and institutional reforms to align the Board for the future needs; improve service delivery and compliance; enhancement of monitoring and evaluation; development of resource mobilization strategies, enhance the use of ICT and capacity building. An appropriate organizational structure has been developed to enhance management and reporting linkages and facilitate information and communication flow, all of which are crucial for effective implementation of this Plan.

The preparation of the plan would have been possible without the sacrifices made by the Board's secretariat, who worked long hours and over the weekends to ensure the plan is completed. The contribution of the various stakeholders including NGOs, our parent Ministry, the Ministry of State for National Heritage and Culture has been

valuable to the process. I also wish to thank my fellow Board members for providing guidance throughout the process.

Finally, I call upon the Government and all the stakeholders to support the NGOs Co-ordination Board in its endeavor in making the NGOs sector effective, efficient and sustainable through effective regulation and enablement.

Thank you.

**Wycliffe Mutsune**  
**BOARD CHAIRMAN**

## **PREFACE**

There is no vibrant organization that can claim success without making reference to its successive development plans. Strategic Plans provide the opportunity for organizations to direct the application of their resources in the most desirable efficient manner. The NGOs Co-ordination Board's mandate revolves around providing an enabling environment for the charitable sector to contribute effectively in national development processes. Kenya's Vision 2030 emphasizes the value of Civil Society as foundations for national transformation and development. Other development blue-prints also recognize that regulation and effective co-ordination of the NGO Sector, is critical to socio-economic, political and cultural development in Kenya.

This Strategic Plan provides a roadmap, framework, actions and institutional reforms that the Board will implement within the next five years (2009-2012). The Strategic Plan articulates the Boards' operations and outlines measures to be implemented to achieve the set objectives. The proposed measures and activities are expected to augment the Government development agenda, facilitate effective exploitation of our resources and help transform the Charitable Sector in its efforts of making Kenya into a prosperous and middle income country in which all Kenyans enjoy a high quality life, in line with Kenya Vision 2030. Other principals that have guided the development of this Plan have been drawn from the NGOs Coordination Act, 1990 and the NGOs Policy Paper (Sessional Paper No. 1 of 2006).

The preparation of this Plan was done by the Board's Management team with support from the Board of Directors. The process involved internal and external consultations with key stakeholders at various forums. While formulating this Strategic Plan, a number of on-going contextual issues regarding economic, social, political, and governance have been considered.

The Board's Secretariat is very grateful to the Chairman and the entire Board for the support they have given this process by ensuring that the right environment is available for the execution of the Board's Mandate.

As we begin the implementation of this plan, I call upon all stakeholders to support the NGOs Co-ordination Board and the Secretariat in order to ensure that the NGOs sector remains vibrant and able to serve Kenyans effectively.

**Amb. Peter Ole Nkuraiya**  
**EXECUTIVE DIRECTOR**

## TABLE OF CONTENTS

<b>FORWARD</b> .....	<b>2</b>
<b>PREFACE</b> .....	<b>4</b>
<b>TABLE OF CONTENTS</b> .....	<b>5</b>
<b>LIST OF ABBREVIATIONS USED</b> .....	<b>7</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>8</b>
<b>CHAPTER ONE</b> .....	<b>10</b>
<b>1.0 INTRODUCTION</b> .....	<b>10</b>
1.1 BACKGROUND.....	10
1.2 DEFINITION OF AN NGO .....	10
1.3 CATEGORIES OF NGOS .....	10
1.4 RATIONALE FOR THE STRATEGIC PLAN .....	11
1.5 PROCESS.....	11
1.6 SITUATIONAL ANALYSIS.....	12
1.6.1 CURRENT MANDATE .....	12
1.6.2 CURRENT STATUS .....	12
1.6.4 MILESTONES/ACHIEVEMENTS .....	12
1.6.5 MAJOR CHALLENGES FACED .....	14
1.6.6 REASONS FOR SUCCESS .....	15
1.6.7 LESSONS LEARNT .....	15
1.6.8 NGO CB SWOT ANALYSIS.....	16
1.6.9 PESTEL ANALYSIS .....	16
1.7 STAKEHOLDER ANALYSIS .....	17
<b>CHAPTER TWO</b> .....	<b>20</b>
<b>2.0 KENYA'S DEVELOPMENT CHALLENGES AND DEVELOPMENT AGENDA</b> .....	<b>20</b>
2.1 LONG TERM DEVELOPMENT CHALLENGES.....	20
2.2 MACRO-LEVEL MEDIUM TERM DEVELOPMENT CHALLENGES.....	20
2.3 KENYA'S DEVELOPMENT AGENDA .....	20
2.4 A CASE FOR NON GOVERNMENTAL ORGANIZATIONS (NGOs).....	21
<b>CHAPTER THREE</b> .....	<b>24</b>
<b>3.0 ROLE OF THE NGOS CO-ORDINATION BOARD IN CONTRIBUTING TOWARDS THE KENYA DEVELOPMENT AGENDA</b> .....	<b>24</b>
3.1 LINKING THE BOARD'S MANDATE TO VISION 2030 AND THE MEDIUM -TERM PLAN 2008-2012 .....	24
3.2 STRATEGIC THRUSTS .....	24
<b>CHAPTER FOUR</b> .....	<b>27</b>
<b>4.0 STRATEGIC MODEL</b> .....	<b>27</b>
4.1 VISION STATEMENT .....	27
4.2 MISSION STATEMENT.....	27
4.4 CORE VALUES .....	28
4.5 STRATEGIC THEMES/KEY RESULT AREAS (KRAs) .....	28
4.6 OBJECTIVES FOR THE PLAN PERIOD .....	28
<b>CHAPTER FIVE</b> .....	<b>29</b>
<b>CO-ORDINATION FRAMEWORK</b> .....	<b>29</b>
5.1 SUMMARY OF STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND ACTIVITIES.....	29
5.2 IMPLEMENTATION PLAN.....	35

**CHAPTER SIX ..... 50**

**6.0 INSTITUTIONAL CAPACITY ..... 50**

6.1 STAFF ESTABLISHMENT LEVELS ..... 50

6.2 TRAINING NEEDS..... 51

6.3 INFRASTRUCTURE ..... 55

**CHAPTER SEVEN ..... 56**

**7.0 RESOURCE FLOWS ..... 56**

7.1 PROJECTED RESOURCE REQUIREMENTS ..... 56

7.2 RESOURCE MOBILIZATION STRATEGIES ..... 56

**CHAPTER EIGHT ..... 57**

**8.0 MONITORING AND EVALUATION..... 57**

8.1 RISK ANALYSIS ..... 57

8.2 MITIGATION, MONITORING AND REPORTING OF THE RISKS ..... 57

8.3 RESULTS MATRIX..... 58

## LIST OF ABBREVIATIONS USED

<b>AIDS</b>	Acquired Immune Deficiency Syndromme
<b>BPO</b>	Business Process Outsourcing
<b>CA</b>	Chief Accountant
<b>CAM</b>	Corporate Affairs Manager
<b>CSO</b>	Civil Society Manager
<b>DED</b>	Deputy Executive Director
<b>ED</b>	Executive Director
<b>GDP</b>	Gross Domestic Product
<b>GIS</b>	Geographic Information Systems
<b>GOK</b>	Government of Kenya
<b>HDI</b>	Human Development Index
<b>HIV</b>	Human Immunodeficiency Virus
<b>HoD</b>	Head of Department
<b>HR</b>	Human Resources
<b>HRO</b>	Human Resources Officer
<b>IA</b>	Internal Auditor
<b>ICT</b>	Information Communication Technology
<b>ICTO</b>	Information Communication Technology Officer
<b>ISO</b>	International Standardization Organization
<b>KES</b>	Kenya Shillings
<b>KRAs</b>	Key Result Areas
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDGs</b>	Millennium Development Goals
<b>MTP</b>	Medium Term Plan
<b>NGOCB</b>	NGOs Coordination Board
<b>NGOs</b>	Non Governmental Organizations
<b>PESTEL</b> (analysis)	Political Economic Social Technological Environmental, Legal
<b>PM</b>	Programmes Manager
<b>PRO</b>	Public Relations Officer
<b>QMR</b>	Quality Management Representative
<b>STI</b>	Science Technology and Innovations
<b>SWOT</b>	Strengths Weaknesses Opportunities Threats (analysis)
<b>TNA</b>	Training Needs Assessment
<b>ToRs</b>	Terms of Reference
<b>UK</b>	United Kingdom

## EXECUTIVE SUMMARY

The Non-Governmental Organizations Co-ordination Board is a State Corporation established by the Non-Governmental Organizations Coordination Act (Cap 19) of 1990. The organization has the responsibility of regulating and enabling the NGO sector in Kenya.

Presently, there are approximately 5,461 NGOs (August 2008) registered and operating in various sectors of the economy and in every corner of the country. The number is growing by over 400 organizations per year. In 2008, it was estimated that the sector was contributing **KES 80 billion** annually to the Kenyan economy.

The foregoing situation means that the NGOs Board has to constantly improve service provision and enhance its capacity to enable it respond effectively to the evolving needs of a dynamic NGO sector that continues to grow in size and in the complexity of its operations. This and other factors necessitated the preparation of a four year strategic plan for the NGOs Co-ordination Board for the period 2009-2012.

During the implementation of the previous plan 2004-2008, the NGOs Co-ordination Board was able to lay a foundation for future development of the organization and the sector. Significant achievements include and increase in staff capacity, expansion of the ICT infrastructure and the development of a policy paper on the NGOs sector.

The strengths identified include skilled and highly-experienced staff, existing human resource manuals, teamwork and positive attitude towards work, shared values and decentralized services.

The weaknesses identified include inadequate infrastructure and equipment, weak legal frameworks, inadequate funding, ineffective monitoring and evaluation framework, weak performance management framework, weak implementation framework, and underutilization of information and communication technology.

The opportunities available for the Board include advancement in ICT, goodwill from development partners, political goodwill, stakeholders' goodwill, and possible collaboration with regional and international bodies. The threats to be controlled are increased globalization, HIV/AIDS pandemic, among the Kenyan public, widespread corruption, and high poverty levels.

The vision for the Board is: ***An Efficient, Effective and Sustainable Charitable Sector for National Development***

In order to achieve its vision, the Board will pursue the following Mission: ***Provide efficient and effective regulation and enablement to the charitable sector to enhance their role in the development and prosperity of the people of Kenya.***

To achieve its vision and mission, the Board will focus on four key objectives which are:-

- i. Increase NGOs Coordination Board's capacity to adequately address its mandate

- ii. Improve the legal, regulatory and policy environment for the NGO/CSO sector
- iii. Integrate ICT in the operations of the NGOs Coordination Board.
- iv. Improve service provision and compliance

Clear strategies and detailed activities have been developed to help in achieving each of the above objectives. The implementation of the proposed strategies will develop the institutional capacity of the Board to enable it build synergies to mitigate both external and internal challenges. The Plan implementation will also provide the actual process through which our strategic goals will be achieved during the Plan period. Implementation of the plan will cost KES **255,310,000.00** over the next four years.

The Board recognizes the importance of monitoring and evaluation in the achievement of the Plan's intended results. Progressive monitoring will be carried out based on the measurable indicators set out in the implementation matrix and outputs in the results matrix.

In conclusion, the major assumption in the plan is that the current socio-economic and political situation would prevail and remain conducive for favorable implementation of the objectives and strategies.

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background

The Non-Governmental Organizations Co-ordination Board is a State Corporation established by the Non-Governmental Organizations Coordination Act (Cap 19) of 1990. The organization has the responsibility of regulating and enabling the NGO sector in Kenya. The NGOs Coordination Board started its operations in 1992 under the Ministry of state in the Office of the President. Currently the Board is under the Ministry of National Heritage and Culture under the Office of the Vice President.

Specifically, the NGOs Coordination Board is responsible for inter alia registering, facilitating and coordinating all national and international NGOs operating in Kenya; advising the government on their contribution to national development ; providing policy guidelines for NGOs to align their activities with national priorities and receiving and analyzing NGOs annual reports .

Section 7 of the NGOs Act of 1990 defines the functions of the Board as:

- a) To facilitate and co-ordinate the work of all national and international NGOs operating in Kenya.
- b) To maintain the register of National and International NGOs operating in Kenya, with the precise sectors, affiliations and locations of their activities.
- c) To receive and discuss the annual reports of NGOs.
- d) To advise the government on the activities of the NGOs and their role in National Development within Kenya.
- e) To conduct a regular review of the register to determine the consistency with the reports submitted by the NGOs and the Council.
- f) To provide policy guidelines to the NGOs for harmonizing their activities to the National Development Plan for Kenya.
- g) To receive discuss and approve the regular reports of the Council and to advise on strategies for efficient planning and coordination of the activities of NGOs in Kenya
- h) To develop and publish a code of conduct for the regulation of NGOs and their activities in Kenya.
- i) To prescribe rules and procedures for the audit of the accounts of NGOs.

#### 1.2 Definition of an NGO

NGOs Co-ordination Act, 1990 defines a Non-Governmental Organization (NGO) as a private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, education, industry and supply of amenities and services.

#### 1.3 Categories of NGOs

NGOs are categorized either by scope or by sectors of operation.

### **1.3.1 by Scope**

The NGOs Board categorises NGOs based on their scope of operation that is: National and International:

- National NGOs: are those that operate within Kenya only.
- International NGOs: are those that operate within Kenya and in other countries or are affiliated to NGOs in other countries

### **1.3.2 by Sectors of Operation**

The NGOs Board categorises NGOs in the following sectors: Welfare, Water, Youth, Gender, Environment, HIV/AIDs, Agriculture, Disability, Refugees, Health, Population, Relief, Governance, Children, Micro-Finance, Informal Sector, Information and Education.

The foregoing categories broadly capture the thematic areas that NGOs implement projects. Nevertheless, NGOs would normally have very specific activities within these thematic areas depending on their expertise and focus. Concurrently, many organizations implement integrated programmes which involve a number of distinct but related activities all contributing towards an overall goal.

## **1.4 Rationale for the Strategic Plan**

There are several factors that necessitated the preparation of a new strategic plan for the Board. These are:

1. Expiry of the Board's Strategic Plan 2004-2008 and the need for a new strategic plan for 2009-2012.
2. Linking the Board's Priorities to the National Development Agenda i.e. Vision 2030 and the Medium Term Plan (2008-2012).
3. Changes in the Sector such as increase in number of NGOs, increased vulnerability of NGOs to crimes such as Money Laundering, reduced public confidence in the sector and global financial crisis that has led to reduced funding.
4. Changes in Policy e.g. introduction of Performance Contracting, Changes in Tax Laws, Labour Laws, devolved funds e.t.c
5. Changes in Government way of doing things i.e shift to result based management

## **1.5 Process**

The preparation of the strategic plan was an all inclusive and participatory process and it involved the following key steps:

1. Desk Reviews of existing policy documents and reports on the sector
2. Internal Surveys-the National Survey to validate data on NGOs provided vital baseline information on the state of the sector.
3. Workshops to discuss the various strategic themes
4. Technical Exchanges to United Kingdom, United States of America and South Africa to identify best practices for benchmarking.
5. Consultations with key stakeholders

## **1.6 Situational Analysis**

### **1.6.1 Current Mandate**

The Board draws its mandate from section 7 of the NGOs Coordination Act 1990. The Board has the broad mandate of registering, coordinating and facilitating the activities of all national and international NGOs operating in Kenya including maintaining a register on their precise sectors, and affiliations and location of their activities. The Board is also responsible for receiving and analysing annual reports from the NGOs; advising the Government on the activities of NGOs and providing policy guidelines to help NGOs harmonise their activities with national development plans. More recently, the Board has been added the responsibility of developing a code of conduct as well as audit guidelines for the NGO sector.

### **1.6.2 Current Status**

Presently, there are approximately 5,461 NGOs (August 2008) registered and operating in various sectors of the economy and in every corner of the country. In 2003, it was estimated that the sector was contributing **KES 80 billion** annually to the economy. The foregoing amount is comparable to the KES 500 billion that the Government intends to spend in the medium term to implement Vision 2030. Clearly, the NGO sector given adequate enablement and effective regulation can play a significant role in contributing towards the delivery of the Country's development goals

### **1.6.3 Operating Environment**

There has been a tremendous growth in the number of NGOs operating in the country since the inception of the NGOs Act of 1990. The sector recorded a significant growth between 2001 and 2007 which could be attributed to the impact of globalization and the opening up of democratic space in Kenya. The impact of globalization and the opening up of democratic space in Kenya has further contributed to an expansion in NGO sector activities in Kenya and the past one year has witnessed growth in the number of international NGOs seeking registration as well as in their activities.

The foregoing situation means that the NGOs Board has to constantly improve service provision and enhance its capacity to enable it respond effectively to the evolving needs of a dynamic NGO sector that continues to grow in size and in the complexity of its operations.

### **1.6.4 Milestones/Achievements**

#### **Staff, Technical Capacity and ICT**

The Board has grown significantly from 6 employees (mostly support staff) when it commenced its operations in 1992 to the current 50 (including professionals) working in various departments.

While in 2004, the Board had only 4 computers, the organization currently has a staff to computer ratio of 1:1. This has facilitated computerization of most of the Board's operations and contributed to improved service delivery to the public.

The Board has computerized its data base; made forms for seeking services downloadable online and has recently made it possible for NGOs to track their

applications for registration using the Board's website. Further, the Board's website provides an interactive forum for clients and the public to pose questions, lodge complaints and give feedback on services provided.

### **Processes and Procedures**

The NGOs Coordination Board has continuously reviewed its processes and procedures for registration and post registration services to increase efficiency. This has seen the turn around time for services reduced significantly. For instance, the registration of NGOs which used to take a whole year has now been reduced to a maximum of 90 days while the name reservation process has reduced from 3 days to half a day. Internal administrative procedures have also been reviewed to make them more customer focused.

### **Quality Standards**

As part of its commitment to continuous improvement in the quality of its services, the Board has secured ISO certification. This will ensure that all the services offered at the Board are customer focused consistent with International Standards.

### **Compliance**

The NGOs Coordination Board has initiated a process of assisting NGOs to comply with statutory requirements. One strategy the Board has utilized is the education of NGOs through guidance workshops and field review visits. NGOs have also been assisted on a case by case basis to regularize their files. The foregoing measures have led to an increase in compliance levels for the submission of annual returns from 17% in 2006 to over 40% in 2008.

### **Networking and Linkages**

In order to benchmark itself against best practices in the enablement and regulation of NGOs, the Board has developed and maintains linkage with other Regulatory bodies internationally. The Board has for instance immensely benefitted from exchange visits and experience sharing with the Charity Commission of UK and Wales. Indeed, the Board prides itself as being among the leading regulators of the charitable sector in Africa. The Board has offered technical support and hosted delegations seeking to learn from its experience from countries such as the Government of Southern Sudan, Rwanda, China and South Africa. The Board intends to continue fostering such linkages and seeks in future to establish collaborations with Regulatory agencies in India and the Philippines.

### **Policy and Legislation**

In order to improve the legal and regulatory environment in which NGOs operate in the Board has been continuously addressing the policy and regulatory framework that governs the sector. Key milestones achieved include: -

- Development of an NGO Sector Policy i.e. Sessional Paper no.1 of 2006
- Miscellaneous Amendment of 2007 which gave the NGOs Coordination Board the additional responsibilities of developing a Code of Conduct and Audit procedures/Standards for NGOs.

### **Strategy Development**

The NGOs Coordination Board has been implementing a four year strategic plan 2004-2008. The plan which came to an end in December 2008 has been instrumental in ensuring that the Board remained focuses on achieving its objectives within its mandate as set out in law and concurrently, implements a forward looking strategic approach.

### **Decentralization**

To provide services for NGOs in the districts and at the grassroots level, the NGOs Coordination Board has put up plans to decentralize some of its services to the various regions in the country. A Cabinet paper on the same was prepared and approval for regionalization has already been granted.

### **Sector Development**

The NGOs Coordination Board has been holding an annual NGOs Week exhibition – the NGO WEEK. The exhibition brings together the civil society, Government and Private sector to share experiences and showcase achievements. The event has played an important role in promoting tri -sector partnerships as well as good practices in the NGO sector.

## **1.6.5 Major Challenges Faced**

### **Policy and Legislative Environment**

The NGOs Coordination Act of 1990 has proved ineffective in regulating and enabling the NGO sector in Kenya. It is noteworthy that the Act was enacted without a policy framework and consequently, lacked comprehensive regulatory provisions and meaningful legal penalties for non-compliance.

Secondly, while the enactment of the NGOs Coordination Act 1990 was supposed to bring all charitable organizations under one legal and regulatory regime, this objective was never fully realized since other registration regimes continued to exist even after the enactment of the Act. The existence of these multiple registration regimes for charities has in turn made it difficult to monitor activities of charitable organizations and make them accountable since they often change their legal status at will to avoid compliance. The current situation makes it difficult to document these organizations contribution to national development and concurrently, develop synergies with other development actors. Additionally, weak regulation of the charitable sector is a potential security threat.

### **Capacity**

The NGO Board lacks adequate capacity to enable it effectively monitor the NGO sector; competently advice the government on its activities and facilitate an enabling environment for the sector to thrive and effectively contribute to national development.

Due to resource constraints, the NGOs Board Secretariat has been unable to develop the required capacity to generate quality data to address the needs of key stakeholders such as the government. The Boards current monitoring for instance provides information mainly for internal consumption. Yet, it is to be noted that with adequate resources, the Board is strategically positioned to generate quality information on NGOs involvement in the implementation of Vision 2030 as well as in the realization of MDGs.

Additionally, because of inadequate resources, the NGOs Board Secretariat has been unable to develop capacity in key technical areas such as Policy and research, investigations and auditing. This has in turn weakened the organizations ability to effectively regulate and enable the NGO sector and at the same time, competently advise the government on the sectors activities.

### **Centralization**

The Boards services are currently centralized at its offices in Nairobi. This makes it expensive for NGOs from outside Nairobi to seek and obtain services. Additionally, it means that the Board lacks adequate oversight of NGOs activities at district level.

### **1.6.6 Reasons for Success**

1. Continued support from the Ministry of National Heritage and Culture
2. Increased funding form government and donors
3. Increased collaboration with stakeholders
4. Increased exposure to other regulatory bodies
5. Support from top management and board
6. Increase in the number of technical staff
7. Introduction of public sector reforms

### **1.6.7 Lessons Learnt**

1. Consultations with key stakeholders ensures that most of the programmes initiated have stakeholder support.
2. Networking and linkages with internal and external bodies ensures good practices are identified and adopted.
3. Good management is key to the implementation of the organization's programmes.
4. Continuous Monitoring and Evaluation has ensured that progress is measured and that learning and accountability are enhanced.

### 1.6.8 NGOCB SWOT Analysis

<p><b>STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Committed and supportive management</li> <li>2. ICT infrastructure in place</li> <li>3. Clearly defined mandate</li> <li>4. Teamwork</li> <li>5. Processes and procedures clearly defined and documented</li> <li>6. Relatively well remunerated staff</li> <li>7. Committed staff</li> <li>8. Good working environment</li> <li>9. Stable staff establishment</li> <li>10. Increased compliance by NGOs</li> </ol>	<p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Lack of a scheme of service</li> <li>2. Inadequate capacity</li> <li>3. Poor deployment of staff</li> <li>4. Inadequate funding</li> <li>5. Inadequate office space</li> <li>6. Poor organizational planning</li> <li>7. Inappropriate allocation of resources</li> <li>8. Weak legal framework</li> <li>9. Poor corporate culture</li> <li>10. Inadequate M &amp; E system and documentation for the Board</li> <li>11. Centralization</li> </ol>
<p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Review of the Act</li> <li>2. Goodwill from stakeholders</li> <li>3. Performance Contracting</li> <li>4. Vision 2030 and the MTP</li> <li>5. ISO certification</li> <li>6. Linkages with other regulators</li> <li>7. Dynamism of the NGO Sector</li> <li>8. Advancement in technology</li> </ol>	<p><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1. Appointment of Board members</li> <li>2. Vulnerability of the sector to abuse</li> <li>3. Lack of sustainability of NGOs in Kenya</li> <li>4. Multiplicity of legal frameworks for registration of charities</li> <li>5. Leadership challenges in the sector</li> <li>6. Changing donor priorities</li> <li>7. Lack of cooperation from other government departments</li> <li>8. Corruption in the country</li> <li>9. Declining economic growth</li> <li>10. Global warming and environmental degradation</li> </ol>

### 1.6.9 PESTEL Analysis

#### Political factors

- Changes in government
- Negative perception of the civil society by politicians
- On-going public sector reforms
- A new constitution

#### Economic factors

- Economic growth is bound to promote charity

- Rise in economic crimes such as money laundering, terrorism financing
- Declining economic growth will affect the Board's funding
- Fiscal policy can affect finance and tax laws

### Social factors

- a) HIV/AIDS will affect staffing and productivity of Board staff
- b) Increased poverty means that the government will redirect its resources to other sectors
- c) Rise in crime in the country

### Technological factors

- a) Rapid changes in technology
- b) Increased demand for online services

### Environmental factors

- Compliance with the health and safety requirements
- Increasing urban decay

### Legal factors

Changes in laws affecting the NGO sector and the NGOs Coordination Board.

## 1.7 Stakeholder Analysis

STAKEHOLDER	FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER EXPECTATIONS	WHAT THE BOARD SHOULD DO TO MEET STAKEHOLDER EXPECTATIONS	WHAT STAKEHOLDERS SHOULD DO TO ASSIST THE BOARD
<b>Board staff</b>	Implementation of the Board's strategic plan and mandate	Provide a conducive, work environment, just reward ,career development, recognition and motivation system	Provide a conducive, work environment, just reward ,career development, recognition and motivation system	Carry out their duties with diligence, efficiency, integrity and professionalism
<b>Board of Directors</b>	Provide a strategic plan, relevant policy, approve budget and ensure implementation of strategic plan procedures and policies	Secretariat expected to implement the strategic plan and other relevant policies. Adequate funding and timely disbursement every year from GOK	Provide timely reports and accurate information to the board	Commitment and professionalism in handling the business of the Board
<b>General Public</b>	Feed back on Board services	Efficient services, accountability and	to provide efficient services	Cooperate with the Board

		integrity from the Board		
<b>NGOs</b>	Compliance with the requirements of the NGOs Coordination Act of 1990 and its Regulations of 1992 and other enabling laws. Give feedback on Board services	Efficient services, accountability and integrity from the Board and enabling regulatory, legal and policy environment	provide efficient services, ensure accountability, integrity and an enabling regulatory, legal and policy environment	Comply with the Act and its Regulations, participate in relevant forum organized by the Board, give feedback and apply best practices in their operations
<b>Parent Ministry</b>	Ensure timely disbursement of funds, provide support in the enactment of the relevant policies and legislation	proper utilization of funds and timely progress reports	Timely reporting, timely submission of funds requests, proper utilization of funds	Ensure timely disbursement of funds, support in the making relevant policies, proper communication on policy issues from the central government
<b>Other ministries and Government</b>	Partnership, collaboration and relevant technical support	Information sharing	Timely delivery of services and information	Understand the Boards mandate, consult the Board on issues affecting NGOs, timely information on Government policies
<b>Private Sector</b>	Efficient services and products to the NGO Sector, Exercise corporate social responsibility	Timely response to inquiries	Timely response to inquiries and services	Exercise corporate social responsibility
<b>Banks</b>	Partnership and collaboration	Timely response on NGO registration status	Timely response to inquiries	Timely response to NGOs requests for bank services, open accounts for NGOs only after receiving recommendations from the Board
<b>Donor Community</b>	Partnership and collaboration	Timely response to inquiries	Ensure accountability and transparency in	Ensure NGOs account for funds provided, support Board

	including funding		the management of NGOs, provide accurate and timely information	projects upon request, and seek information from the Board on NGO status prior to funding them where appropriate.
<b>NGOs Council</b>	Advise on the code of conduct, Submit quarterly reports to the Board, promote best practice	Partnership and collaboration	Efficient services, accountability and integrity from the Board and an enabling regulatory, legal and policy environment	To promote best practices in the NGO sector
<b>NGOs Networks</b>	promote best practice	Partnership and collaboration	Efficient services, accountability and integrity from the Board and an enabling regulatory, legal and policy environment	To promote best practices in the NGO sector
<b>Media</b>	Accurate reporting on the NGO sector	Accurate information on the NGO sector and the Board	Accurate and timely information	Professional reporting, highlight more positive activities on the sector
<b>Professional Organizations</b>	Ensure professional standards and integrity for NGOs	To ensure NGOs meet expected standards of professional practice	To advise them on NGOs that flout professional standards, to advice NGOs on professional standards	Update the Board on current professional standards and practices
<b>Suppliers</b>	To efficiently supply quality goods and services	Timely requirement specifications, timely payments for goods and services, transparent and accountable tendering process	Adherence to scheduled payments, uphold procurement procedures	Provide quality goods and services
<b>Other regulators of charitable organizations</b>	Information sharing, partnership and collaboration	Information sharing, partnership and collaboration	Share information freely and be willing to participate in partnership and collaboration	Offer technical support, share information freely and be willing to participate in partnership and collaboration

## CHAPTER TWO

### 2.0 KENYA'S DEVELOPMENT CHALLENGES AND DEVELOPMENT AGENDA

#### 2.1 Long Term Development Challenges

Kenya's long term development plan, the Vision 2030 highlights various challenges that the country will face in its quest to achieve the Vision's targets. These challenges include: greater competition at the international level emanating from changing global economic trends; ensuring continued macroeconomic stability; minimizing institutional risks, especially related to corruption and security; scaling up the quantity and quality of infrastructure, especially the condition of roads, access to and reliability of water, cost of electricity and the cost of port and rail services; promoting efficiency through adoption of new technologies, improvement in governance and reducing transaction costs to business; and raising the level of investments from the current estimate of 20% of GDP to about 30% of GDP.

#### 2.2 Macro-level Medium Term Development Challenges

Despite the achievements in reviving economic growth in the 2003-2007 plan period, the country is still confronted with major developmental challenges as it transits to the MTP (2008-2012). These challenges include:

1. *Poverty and Inequality*
2. *Underdeveloped infrastructure*
3. *Inadequate Attention towards Science, Technology and Innovation*
4. *Negative Ethnicity and Lack of National Cohesion*
5. *Insecurity*
6. *Governance and the Rule of Law*
7. *Unemployment*

#### 2.3 Kenya's Development Agenda

Kenya Vision 2030 is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create "a globally competitive and prosperous country with a high quality of life by 2030". It aims to transform Kenya into "a newly –industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment". Simultaneously, the Vision aspires to meet the MDGs for Kenyans by 2015.

The Vision is anchored on three key pillars: economic, social and political. The economic pillar aims to achieve an average economic growth rate of 10 per cent per annum by 2012 and sustain the same till 2030 in order to generate more resources to meet the MDGs and Vision goals. The social pillar seeks to achieve just, cohesive and equitable social development in a clean and secure environment. The political pillar aims for an issue-based, people-centered, results-oriented and accountable democratic system.

Kenya Vision 2030 will be anchored on ten core foundations. The first seven of these foundations are closely linked to the economic and social pillars. These are:

macroeconomic stability for long-term development; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; Science, Technology and Innovation (STI); land reform; and human resource development.

Underpinning these seven socio-economic foundations are three further foundations that are closely linked to the political pillar of Vision 2030, namely: public service reforms; enhanced security; and deeper Governance Reforms.

**The Economic Pillar: Moving the Economy up the Value Chain.** Six sectors have been identified to deliver the 10 per cent economic growth rate per annum envisaged under the economic pillar. These are tourism; agriculture; manufacturing; wholesale and retail trade; business process outsourcing (BPO); and financial services. The essential goal for each sector is set out below.

**The Social Pillar: Investing in the People of Kenya.** Kenya's journey towards prosperity also involves the building of a just and cohesive society in eight key social sectors, namely: education and training; health; water and sanitation; environment; housing and urbanization; as well as gender, youth and vulnerable groups. It also makes special provisions for Kenyans with various disabilities and previously marginalized communities. The essential goal for each sector is set out below:

**The Political Pillar: Moving to the Future as one Nation.** The transformation of the country's political governance system under Vision 2030 will take place across six strategic areas, as follows:

1. *Rule of Law:* "adherence to the rule of law as applicable to a modern market-based economy in a human rights-respecting state".
2. *Electoral and political processes:* "genuinely competitive and issue-based politics".
3. *Democracy and Public Participation:* "a people-centered and politically-engaged open society".
4. *Transparency and Accountability:* "transparent, accountable, ethical and results-oriented government institutions".
5. *Public administration and Service Delivery.* "policy-driven and service-focused Government institutions".
6. *Security, Peace-Building and Conflict Management:* "security to all persons and property throughout the Republic".

## **2.4 A Case for Non Governmental Organizations (NGOs)**

### ***NGOs role in Development***

Non-Governmental Organizations (NGOs) play a significant role in the social development process in all regions of the world. They are particularly critical in circumstances where State funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income severely restricts the ability to purchase needed goods and services – social, educational and economic.

A host of local, national, and international NGOs operating in Kenya have made tremendous strides in helping the Country meet and sustain its development objectives in the face of momentous challenges. They have helped to facilitate achievements in basic human development as measured by the United Nations Human Development Index (HDI) . They have also been on the front lines in the fight for human rights, equality, freedom, and social justice. They will certainly play a key role in the implementation of the goals outlined in the Millennium Development Compact plan of action to end human poverty .Areas targeted for achieving sustainable growth – governance, health, education, infrastructure, and access to markets - are areas in which NGOs are already working. Mobilizing grass-roots support (in this case for the Millennium Development Goals) is already a major component of the mission of many successful NGOs.

Target populations include specific categories of the poor and disenfranchised; age and gender-specific groups; selected occupational groups (e.g. farmers and fishermen); and persons adversely affected by disease, natural and man-made disasters, ethnic strife and forced migration. Many NGOs work together as a team locally and nationally, especially in programs aimed at poverty alleviation, sustainable development, and disaster relief.

Large NGOs have offices in many countries, employ paid staff, and do organized fund-raising. They often cut across populations and are multi-task oriented if their mission includes relief and humanitarian aid, social development, advocacy, education, and empowerment, health care and general welfare promotion. NGOs specializing in technological innovation are invaluable team members for many social development projects. Small NGOs may depend entirely on voluntary efforts for program implementation and membership contributions for funding, which may limit their impact.

The major advantages of NGOs include their flexibility, ability to innovate, grass-roots orientation, humanitarian vs. commercial goal orientation, non-profit status, dedication and commitment, and recruitment philosophy. Many are made up of volunteers so deeply committed to the NGOs mission that they are willing to undergo considerable hardships and no monetary compensation in order to carry out that mission. In addition to supporting innovation, NGOs may serve as pilots for larger anticipated projects, help to motivate and involve community based organizations whose constituents may be the primary beneficiaries of a larger project, serve as advocates or ombudspersons, and are in a unique position to share communication both horizontally and vertically. A close look at the implementation strategy of the country's development plan will reveal the nature and extent of NGO activity in relation to its current circumstances.

In the past three decades the number of NGOs has risen all over the world. According to the Human Development Report 2002, there were over 37,000 NGOs in the world a growth of 19.3% from 1990. In Kenya the number of registered NGOs has risen steadily from slightly below 400 in 1992 to 5,641 in 2007. One of the reasons for this growth is the so-called comparative advantage or the ability of NGOs to emergency relief or development cost effectively to those in need. Although actual figures are difficult to obtain, it is estimated that NGOs in Kenya have an annual development expenditure of approximately 80 billion.

NGOs provide between 45-50 per cent of all health-care services and over 50 per cent of all family planning services. Within the education sector, NGOs are particularly active in the arid and semi-arid areas, slum areas and camps for displaced people. The successes gained on reducing gender disparity in education are attributed to NGOs. NGOs have 'dared' and challenged prevailing cultural practices that hindered the participation of girls in education in area such as Northern Kenya where government intervention had failed and the results have been tremendous.

In other sectors NGOs have been on the forefront in improving communities' access to clean water, sanitation, and the protection of the environment. In fact NGOs have been the leading advocates of environmental protection in Kenya with cases such as Karura Forest, City Park and the Uhuru Park whose very existence today is due to intervention by NGOs.

Efforts to manage the AIDS crisis in Kenya would not be successful without the dedication of local, national, and international NGOs. Local NGOs have played a vital role in tailoring government and private response to the cultural practices of local populations.

NGOs in Kenya played an important role in the democratization process especially in advocating for good governance, increased accountability, and corruption eradication and more importantly NGOs have been the voices of the marginalized groups. Laws have been passed to safeguard vulnerable groups such as women, children and the disabled due to the intense advocacy work of NGOs. NGOs now provide oversight in the local areas and have built local populations' capacities to see and understand things differently and also demand accountability from the state and leaders. They have introduced new concepts in local governance, raised consciousness amongst populations and introduced new technological innovations to local communities such as the energy saving jiko.

## **CHAPTER THREE**

### **3.0 ROLE OF THE NGOs CO-ORDINATION BOARD IN CONTRIBUTING TOWARDS THE KENYA DEVELOPMENT AGENDA**

#### **3.1 Linking the Board's Mandate to Vision 2030 and the Medium -Term Plan 2008-2012**

Kenya's Vision 2030 and the First Medium Term Plan identify the Civil Society Sector as the third sector in driving the Vision forward the others being the public sector and the corporate sector. To effectively harness and improve the contributions of the sector Key areas of intervention have been identified as: -

1. Increasing Government/CSO collaboration
2. Improving the legal and regulatory framework
3. Improve governance within the sector
4. Increasing accountability and transparency within the sector.
5. Build the capacity of NGOs to effectively provide services and thereby increase the sector's contribution to National Development.

This can only be achieved if there is effective registration, coordination, regulation and facilitation of NGOs. The NGOs Coordination Board is the government agency mandated to do this through the NGOs Act No. 19 of 1990. The Board will therefore act as the link between NGOs and the Government in the delivery of Kenya's Vision 2030 and the First Medium Term Plan.

#### **3.2 Strategic Thrusts**

##### **3.2.1 Review of the NGOs Act 1990**

The Board seeks to carry out a comprehensive review of the NGOs Act 1990 to provide regulatory and legal provisions for adequate enablement and regulation of the NGO sector in Kenya. The reviewed Act is also expected to institute meaningful legal penalties for non-compliance.

##### **3.2.2 Enhance the Boards Capacity**

The Board intends to enhance its technical capacity to provide quality services to the NGO sector and the public at large. The Board will also play more effectively its advisory role to the government with a view to ensuring the NGO sector makes its contribution in the fulfillment of Vision 2030 and the MDGs. The Board intends to do this through restructuring of its operations to establish relevant departments and bring in relevant specialized skills.

Specifically, the Board intends to develop capacity for quality research and policy analysis by establishing a research and policy analysis department. Additionally, the Board will also establish communications and capacity building department charged with developing guidance materials for NGOs as well as training on key areas such as governance and financial management. The Board intends to further improve its monitoring capability by establishing a full fledged monitoring department with capacity for tracking NGO programmatic activities, investigations and auditing.

### **3.2.3 Provision of online services**

The Board will continue to use information technology to improve service provision. In 2008/9 the Board will facilitate online name searches and reservations by those seeking registration. Additionally, NGOs will make notifications in changes in their addresses in the same manner.

### **3.2.4 Periodic Validation Surveys**

The Board in October 2008 concluded a national survey to validate and update existing data on NGOs that was started in May 2007. Through the survey the Board seeks to generate information that will enable the Board implement a proportionate approach in its enablement and regulation of NGOs. Concurrently, the data generated will assist the Board to develop a framework for measuring and demonstrating the contribution of the NGO sector to the national economy and the overall development of the country and ultimately, lead to improved public confidence and goodwill towards the NGO sector. Preliminary analysis of the data gathered indicates that some of the information provided to the NGOs Board by NGOs (through annual returns) on their geographical areas and sectors of operation are inaccurate. There is also evidence that some of them have deviated from their stated objectives. Given that it is imperative that the Board has accurate data on the foregoing amongst other key issues, the Board intends to carry out the validation surveys every three years.

### **3.2.5 ISO Surveillance Audits**

Following the Boards ISO certification, the biggest challenge shall be to ensure that quality standards are maintained throughout. The Board intends to be conducting surveillance audits after every six months. This will ensure maintenance of the ISO Certificate and the quality standards at the organization.

### **3.2.6 Establishment of Regional Offices**

The Board intends to decentralize its services to 9 regions in order to improve its capacity to effectively discharge its statutory mandate of regulating the NGO sector in Kenya. Specifically, decentralization will assist the Board to:

- i. Enhance regulation of NGOs in order to increase their effectiveness and improve public trust and confidence in them
- ii. Assist in focusing NGO activities to local and national priorities
- iii. Improve Identification and action on cases of abuse of NGOs
- iv. Protect members of the public from abuse by fraudulent NGOs
- v. Improve efficiency in the provision of services to the NGO sector

### **3.2.7 Geographic Information Systems (GIS)**

The Board intends in the long term to integrate GIS solutions in its monitoring as a basis for mapping out geographically the exact location and activities of NGOs. A geographic information system (GIS) integrates hardware, software and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information. The integration of GIS will enable the Board to competently advise the Government and NGOs on appropriate allocation of resources to deserving and underserved regions in order to avoid duplication of activities. In addition, the Board will use the information generated to facilitate collaboration among the stakeholders in the sector on large-scale planning problems and in response to emergencies. Currently, the Board has software application that is used for simple mapping program. However,

GIS can provide a great deal more problem-solving capabilities. GIS will also enhance the speed of information exchange between NGOs Co-ordination Board and various government departments thereby facilitating E-government in public service delivery

### **3.2.8 Establish One Stop Regulatory services for Charities**

The Board intends to draft a legal framework for bringing all charities operating in Kenya under one legal and regulatory regime. This will ensure adherence to acceptable standards of governance in the management of charitable organizations and ultimately, contribute to an efficient, accountable and effective charitable sector that enjoys public confidence. Further, it will reduce the risk of Charities being abused with the attendant risk to beneficiaries and national security.

### **3.2.9 Rebrand the Board**

The Board intends to rebrand itself and acquire a new corporate identity. This will reflect the new strategic direction and a change in organizational culture.

### **3.2.10 Upgrade the Board**

The Board intends to upgrade from a Class C parastatal to a Class A parastatal. This is to enable the Board address its expanded mandate effectively by attracting highly skilled staff and established specialized functions.

### **3.2.11 Offer guidance to newly registered NGOs**

The Board will also provide guidance for newly registered NGOs. This will be to enhance compliance among NGOs as well as assist new NGOs develop sustainable and effective governance structures.

### **3.2.12 Promote the culture of Charity in Kenya**

The culture of charity in Kenya is non-existent. Individuals and corporate organizations do not donate to charity in Kenya. The Board intends to promote the culture of charity through providing information on registration and improving public confidence on NGOs

## CHAPTER FOUR

### 4.0 STRATEGIC MODEL

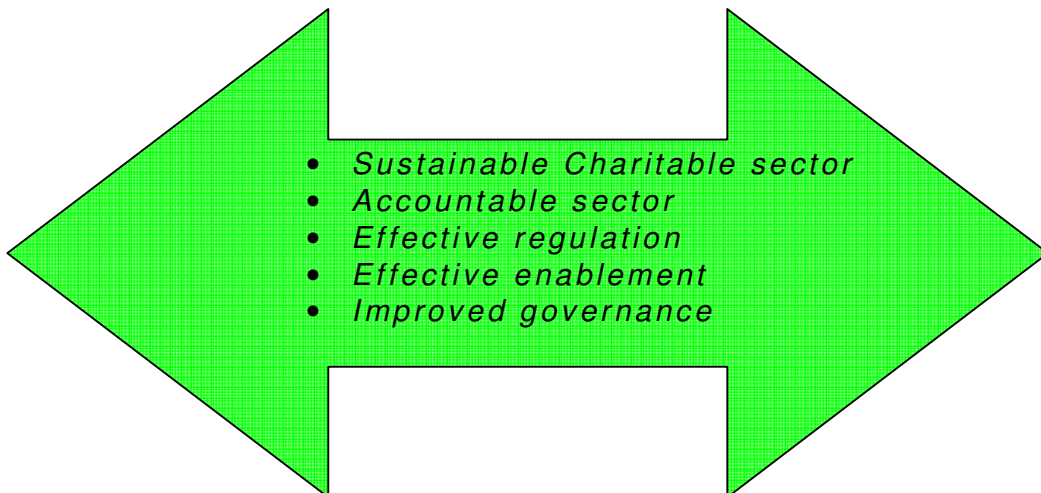
#### 4.1 Vision Statement

***AN EFFICIENT, EFFECTIVE AND SUSTAINABLE  
CHARITABLE SECTOR***

#### 4.2 Mission Statement

***TO EFFICIENTLY AND EFFECTIVELY  
REGULATE AND ENABLE THE CHARITABLE  
SECTOR TO ENHANCE ITS ROLE IN NATIONAL  
DEVELOPMENT***

#### 4.3 Goals For 2012



#### **4.4 Core Values**

- Integrity
- Transparency & Accountability
- Team spirit
- Honesty
- Justice
- Probity
- Hard work
- Customer Focus

#### **4.5 Strategic Themes/Key Result Areas (KRAs)**

The Board has identified the following as key result areas, on which it will focus to enable it deliver more benefits to stakeholders:

- a) Improving the policy, legislative and regulatory environment for NGOs
- b) Integration of Information Communication Technology in Board operations
- c) Improved service delivery and compliance
- d) Capacity Building

#### **4.6 Objectives for the Plan Period**

- v. Increase NGOs Coordination Board's capacity to adequately address its mandate
- vi. Improve the legal, regulatory and policy environment for the NGO/CSO sector
- vii. Integrate ICT in the operations of the NGOs Coordination Board.
- viii. Improve service provision and compliance

## CHAPTER FIVE

### CO-ORDINATION FRAMEWORK

#### 5.1 Summary of Strategic Issues, Objectives, Strategies and Activities

*Strategic Issue 1: Inadequate legislative and policy framework for regulation of charities in Kenya*

#### **Strategic Objective 1: Improve the policy, legislative and regulatory environment**

Strategy1 : Review the NGOs Coordination Act 1990

##### **Activities**

1. Develop the TORs for the review
2. Recruit a consultant
3. Conduct a comparative study research on regulatory regimes and best practices
4. Develop a minus one draft
5. Hold consultative workshops and discussions with stakeholders to seek consensus
6. Develop a zero draft
7. Engaging with policy and law makers
8. Develop a draft Bill

Strategy 2: Review Code of conduct for NGOs

##### **Activities**

1. Conduct a comparative study on good practices
2. Develop a minus one draft code of conduct
3. Hold consultative workshops for sensitization
4. Build consensus on the adoption of the reviewed code of conduct
5. Gazette the reviewed code of conduct

Strategy 3: Develop Audit guidelines for NGOs

##### **Activities**

1. Conduct research on good practices
2. Develop a minus one draft
3. Hold consultative workshops for sensitization
4. Build consensus on the guidelines
5. Gazette the reviewed guidelines

**Strategy 4:** Advise the government on the state of the charitable sector

**Activities**

1. Prepare and submit regular reports
2. Conduct research on pertinent issues on the sector
3. Hold regular consultative meetings with stakeholders in the sector
4. Establish and maintain linkages with other charity regulators
5. Hold regular consultative meetings with other relevant government agencies
6. Prepare and submit an annual state of the charitable sector report

**Strategy 5:** Promote charitable culture

**Activities**

1. Conduct an annual public confidence survey
2. Run a campaign to promote charitable giving

*Strategic Issue 2: Inadequate technical and institutional capacity by the Board to address its mandate*

**Strategic Objective 2: Strengthen the Board’s technical and institutional capacity to adequately address its mandate**

Strategy 1: Increase staff capacity for effective service delivery

**Activities**

1. Train staff on NGO regulation
2. Induct staff on the operations manual
3. Hold regular technical review meetings
4. Engage in technical exchange programmes with other charity regulators

Strategy 2: Strengthen the Policy analysis and research functions of the Board.

**Activities**

1. Develop guidelines on establishing a research and policy department
2. Recruit relevant staff
3. Train staff on policy analysis and research
4. Operationalise the Resource and Documentation Centre

Strategy 3: Strengthen the Legal department of the Board

**Activities**

1. Review the roles and responsibilities of the legal department
2. Recruit one Assistant Legal Officer and one Legal Clerk
3. Establish a legal library
4. Review the legal operations manual
5. Develop and implement M&E plan for the legal department

Strategy 4: Strengthen Financial Management Systems

**Activities**

1. Hold annual participatory budget planning
2. Quarterly budget review meetings
3. Adhere to Finance procedures manual
4. Develop and implement an integrated financial management system
5. Provide on-going training to finance department staff

## Strategy 5: Increase Board revenue

**Activities**

1. Negotiate for increased budgetary allocation
2. Develop project proposals
3. Rationalize service charges
4. Add value to existing services

## Strategy 6: Strengthen the Corporate Affairs function

**Activities**

1. Define the strategic role of the Corporate Affairs department of the Board
2. Setup a customer care desk
3. Revitalize the Integrity committee
4. Develop and implement a communication policy
5. Develop and implement a media strategy
6. Publish quarterly Board newsletter
7. Document, analyze and respond appropriately to customer complaints
8. Conduct quarterly customer satisfaction surveys
9. Redesign the Board website
10. Recruit a Customer Care officer
11. Provide on-going training to department staff
12. Train Board staff on media and public relations

## Strategy 7: Improve the Board image

**Activities**

1. Review staff induction manual
2. Carry out staff re-orientation
3. Institutionalize induction for new staff
4. Fully implement customer service charter
5. Launch ISO 9001:2001 certification
6. Redesign the reception area
7. Rebrand the Board

## Strategy8: Strengthen Board's Human Resources functions

**Activities**

1. Define the roles of the Human Resources department
2. Review the Human Resources policy manual
3. Recruit a Human Resources Officer
4. Develop and implement an integrated Human Resources Management System
5. Implement Job Evaluation recommendations

6. Conduct annual Skills Needs Assessments (SNAs)
7. Conduct staff satisfaction and work environment surveys
8. Conduct annual staff performance appraisals
9. Review staff emoluments
10. Conduct on-going training to department staff

Strategy 9: Strengthen the Board's Audit functions

**Activities**

1. Prepare and operationalise internal audit charter
2. Review internal controls and identify weaknesses
3. Do quarterly reports on systems audits
4. Conduct half year risk assessment audits
5. Recruit 1 Assistant Internal Auditor
6. Conduct value for money audits
7. provide on-going training for department staff

Strategy 10: Institutionalize planning and reviewing within the Board

**Activities**

1. Hold quarterly staff meetings
2. Hold monthly management meetings
3. Hold monthly departmental meetings
4. Institute monthly departmental reports
5. Establish a monitoring and planning unit

Strategy 11: Strengthen the Boards administrative functions

**Activities**

1. Purchase four additional vehicles
2. Improve fleet management
3. Implement a security system
4. Conduct health and safety training for staff

Strategy 12: Strengthening the Board's procurement function

**Activities**

1. Delink procurement functions from finance
2. Recruit a Procurement Officer
3. Train department staff
4. Institutionalize annual departmental procurement plans
5. Implement procurement operations manual
6. Adhere to procurement laws
7. Train procurement committees on procurement regulations

*Strategic Issue 3: ICT not fully integrated in the operations of the Board*

**Objective 3: Integrate ICT in the operations of the NGOs Coordination Board.**

Strategy 1: Develop and implement an ICT policy

**Activities**

1. Develop an ICT policy
2. Implement and operationalise the policy

Strategy 2: Increase and sustain ICT Infrastructure

**Activities**

1. Procure additional ICT equipment
2. Maintain the existing network infrastructure
3. Sustain robust ICT equipment
4. Develop a comprehensive enterprise system
5. Develop M&E plan for ICT services

*Strategic Issue 4: Inadequate capacity to provide quality services and weak compliance by NGOs*

**Strategic Objective 4: Improve service provision and compliance**

Strategy 1: Decentralize Services to the regions

**Activities**

1. Identify four regions to open regional offices
2. Define services to be offered at the regional offices
3. Develop an operational framework for the regional offices
4. Establish and operationalise the offices
5. Recruit and deploy personnel

Strategy 2: Streamline registration and post registration processes

**Activities**

1. Review the various registration and post registration application forms
2. Review registration and post registration processes
3. Rationalize service Points
4. Improve the registry cataloguing system
5. Develop and implement a file tracking system
6. Develop a system of documenting file transactions
7. Improve tracking of correspondence
8. Establishment of a mail office

Strategy 3: Improve the Board's internal capacity for vetting

**Activities**

1. Establish and implement a risk analysis framework
2. Recruit an Investigations Officer
3. Enter into partnerships agreements with relevant government departments
4. Develop a comprehensive database of NGO officials for vetting
5. Provide on-going training

Strategy4: Provide guidance/outreach to NGOs

**Activities**

1. Develop guidance materials
2. Conduct guidance workshops for newly registered NGOs
3. Conduct regular field review visits
4. Develop a registration information package
5. Conduct special field visits

Strategy 5: Maintain ISO standards

**Activities**

1. Conduct four annual internal audits
2. Hold two management review meetings
3. Address non conformities
4. Apply for recertification
5. Upgrade Board ISO standards from 9001:2000 to 9001:2008

Strategy 6: Strengthen monitoring and evaluation

**Activities**

1. Develop an organizational M&E framework
2. Review the operations M&E framework
3. Develop an annual returns monitoring system
4. Undertake a national validation survey of NGOs
5. Develop and implement a risk-based and proportionate approach to the regulation of NGOs

## 5.2 Implementation plan

<b>KEY RESULT AREA: Legal and Regulatory Environment</b>									
<b>OBJECTIVE 1: Improve the legal, policy and regulatory environment for the NGO/CSO sector</b>									
<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>RESPONSIBLE</b>	<b>OUTPUT(S)</b>	<b>BUDGET</b>	<b>TIME FRAME</b>				
					<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	
1. Review the NGOs Coordination Act 1990	1. Develop the TORs for the review	ED/LO	ToRs for Consultant developed	-	√				
	2. Recruit a consultant	ED/LO	Consultant recruited	3,000,000	√				
	3. Conduct a comparative study research on regulatory regimes and best practices	ED/LO	Comparative study conducted and report produced	800,000	√				
	4. Develop a minus one draft	ED/LO	Minus on draft in place	50,000	√				
	5. Hold consultative workshops and discussions with stakeholders to seek consensus	ED/LO	Consultative workshops with stakeholders held	6,000,000	√	√			
	6. Develop a zero draft	ED/LO	Zero Draft in place			√			
	7. Engaging with policy and law makers	ED/LO	Three meetings with key parliamentarians held	4,000,000		√			
	8. Develop a draft Bill	ED/LO	Recommendations forwarded to	-		√			

			minister						
2. Review Code of Conduct for NGOs	1. Conduct a comparative study on good practices	ED/LO	Best practices identified	1,000,000	√				
	2. Develop a minus one draft code of conduct	ED/LO	Minus one draft in place	200,000	√				
	3. Hold consultative workshops for sensitization	ED/LO	Stakeholders' consultative workshops held	300,000		√			
	4. Build consensus on the adoption of the reviewed code of conduct	ED/LO	Consensus on the code of conduct reached	1,000,000		√			
	5. Gazette the reviewed code of conduct	ED/LO	New code of conduct in place	-		√			
3. Develop Audit procedures for NGOs	1. Conduct research on good practices	ED/IA	Best practices identified	1,000,000	√				
	2. Develop a minus one draft	ED/IA	Minus one draft in place	200,000	√				
	3. Hold consultative workshops for sensitization	ED/IA	Stakeholders' consultative workshops held	300,000		√			
	4. Build consensus on the guidelines	ED/IA	Consensus on the code of conduct reached	1,000,000		√			
	5. Gazette the new audit guidelines	ED/IA	reviewed guidelines in place and in use	-		√			
5. Advise the government on state of the charitable sector	1. Prepare and submit regular reports to Government	ED/PM	Regular reports submitted to government	250,000	√	√	√	√	
	2. Conduct studies on pertinent	ED/PM	Periodic research	2,000,000	√	√	√	√	

	issues on the sector		conducted on the sector						
	3. Hold regular consultative meetings with stakeholders in the sector	ED/PM	Regular consultative meetings with the sector held	1,800,000	✓	✓	✓	✓	
	4. Maintain and establish linkages with other charity regulators	ED/PM	Linkages with other regulatory bodies established and maintained	-	✓	✓	✓	✓	
	5. Hold regular consultative meetings with other relevant government agencies	ED/PM/CAM	Consultative meetings with other govt. agencies held	800,000	✓	✓	✓	✓	
	6. Prepare and submit an annual state of the charitable sector report	ED/PM	State of the sector report submitted Annually	400,000	✓	✓	✓	✓	
6. Promote Charitable culture	1. Conduct an annual public confidence survey	PM	Public confidence index established	1,200,000	✓	✓	✓	✓	
	2. Run an annual campaign to promote charitable giving.	CAM	Annual campaign to promote charity undertaken	4,000,000	✓	✓	✓	✓	
	4. Establish partnerships with relevant government agencies	ED/CAM	Partnerships with other government agencies established	-	✓	✓	✓	✓	

<b>KEY RESULT AREA: Capacity Building</b>									
<b>OBJECTIVE 2:</b> Strengthen the Board’s technical and institutional capacity to adequately address its mandate									
<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>RESPONSIBL E</b>	<b>OUTPUT(S)</b>	<b>BUDGET</b>	<b>TIME FRAME</b>				
					<b>Y1</b>	<b>Y 2</b>	<b>Y 3</b>	<b>Y 4</b>	
1. Increase staff capacity for effective service delivery	1. Train staff on NGO regulation	PM	Staff trained on NGO regulation	300,000	√				
	2. Induct staff on the operations manual	DED/PM	Staff inducted on operations manual	400,000	√	√	√	√	
	3. Hold regular technical review meetings	DED	Technical Regular review meetings	400,000	√	√	√	√	
	4. Engage in technical exchange programmes with other charity regulators	ED/PM	Exchange visits with other regulators held	4,000,000	√		√		
2. Strengthen the policy analysis and research functions	1. Develop guidelines on establishing a research and policy department	ED	Guidelines on establishment of research department developed	-	√				
	2. Recruit relevant staff	DED	Relevant staff recruited	6,200,000	√	√	√	√	
	3. Train staff on policy analysis and research	HR	Staff trained on policy analysis and research	600,000		√			
	4. Operationalise the Resource and Documentation Centre	DED/PM	Resource and documentation center in place and functioning	3,400,000	√	√	√	√	
3. Strengthen	1. Review the roles and	ED/LO	Roles of legal	300,000	√				

the Legal Department of the Board	responsibilities of the legal department		department reviewed						
	2. Recruit one Assistant Legal Officer and one Legal Clerk	DED	One assistant legal officer and legal assistant in place	250,000	✓				
	3. Establish a legal library	LO	Legal Library in place	600,000	✓	✓	✓	✓	
	4. Review the legal operations manual	LO	Legal operational manual in place.	100,000	✓				
	5. Develop and implement M&E plan for the legal department	LO	M&E plan for legal dept in place	1,600,000	✓	✓	✓	✓	
4. Strengthen Financial management systems	1. Hold annual participatory budget planning	DED/CA	An all inclusive budget preparation process	-	✓	✓	✓	✓	
	2. Quarterly budget review meetings	DED/CA	Increased Compliance with set budgetary levels	400,000	✓	✓	✓	✓	
	3. Adhere to Finance procedures manual	CA/IA	Adherence to laid down procedures.	-	✓	✓	✓	✓	
	4. Develop an integrated financial management information system for the Board	DED/CA	Integrated financial management system for the Board in place	2,000,000		✓			
	5. Provide on-going training to finance department staff								
5. Increase Board revenue	1. Negotiate for increased budgetary allocation	ED	Negotiation with parent ministry and finance ministry held	-	✓	✓	✓	✓	
	2. Develop project proposals	ED	Project proposal	800,000	✓	✓	✓	✓	

			developed and submitted to various donors						
	<b>3.</b> Rationalize service charges	ED	New service charges in place	3,000,000	✓	✓			
	<b>4.</b> Add value to existing services	PM/CAM/PRO	Clients receiving value added services.	2,000,000	✓	✓	✓	✓	
6.Strengthen the Corporate Affairs function	1. Define the strategic role of the Corporate Affairs department of the Board	ED/CAM	Strategic Role of Corporate Affairs Defined	-	✓				
	2. Setup a customer care desk	DED/CAM	Customer care desk established	300,000	✓				
	3. Revitalize the Integrity committee	DED/CAM	Integrity Committee revitalized	-	✓				
	4. Develop and implement a communication policy	CAM/PRO	Communication Policy in place	200,000	✓	✓	✓	✓	
	5. Develop and implement a media strategy	CAM	Media Strategy in place	-	✓	✓	✓	✓	
	6. Publish quarterly Board newsletter	PRO	Quarterly newsletter in place	2,400,000	✓	✓	✓	✓	
	7. Document, analyze and respond appropriately to customer complaints	PRO	Customer complaints reports in place	-	✓	✓	✓	✓	
	8. Conduct quarterly customer satisfaction surveys	PRO	Quarterly customer satisfaction surveys conducted	1,200,000	✓	✓	✓	✓	
	9. Redesign the Board website	ICTO/PRO	New Website in place	300,000	✓	✓	✓	✓	
	10. Recruit a Customer Care officer	DED	Customer care officer in place		✓	✓	✓	✓	

	11. Provide on-going training to department staff	HR	Staff in Corporate affairs trained	1,200,000	✓	✓	✓	✓	
	12. Train Board staff on media and public relations	HR	Board staff trained on media and PR	400,000	✓	✓	✓	✓	
7. Improve the Board image	1. Review staff induction manual	DED/PM	New induction manual in place	-	✓	✓	✓	✓	
	2. Carry out staff re-orientation	DED/PM	Staff reorientation conducted	-	✓				
	3. Institutionalize induction for new staff	DED/PM	Induction fro new staff conducted	-	✓	✓	✓	✓	
	4. Fully implement customer service charter	DED/PRO/PRO	Provisions of the service charter fully implemented	-	✓	✓	✓	✓	
	5. Launch ISO 9001:2001 certification	ED/CAM	ISO certification Launched	600,000	✓				
	6. Redesign the reception area	DED/CAM/PRO	New reception area in place	800,000	✓				
	7. Rebrand the Board	ED/CAM	New Corporate identity for the Board	800,000	✓	✓			
8. Strengthen the Board's Human Resources functions	1. Define the roles of the Human Resources department	DED	Roles of HR Office clearly defined	-	✓				
	2. Review the Human Resources policy manual	DED	New HR Manual in place	-	✓	✓	✓	✓	
	3. Recruit a Human Resources Officer	DED	HR Officer in place	-	✓	✓			
	4. Develop and implement an integrated Human Resources Management	DED	Integrated HR System in place	1,000,000	✓	✓	✓	✓	

	System								
	5. Implement Job Evaluation recommendations	DED/HRO	Recommendations of Job Evaluation implemented	1,000,000	✓	✓	✓	✓	
	6. Conduct annual Skills Needs Assessments (SNAs)	HRO	Annual Skills needs assessments conducted	1,000,000	✓	✓	✓	✓	
	7. Conduct staff satisfaction and work environment surveys	HRO	Periodic work environment and employee satisfaction assessments conducted	1,000,000	✓		✓		
	8. Conduct annual staff performance appraisals	HRO	Annual staff appraisals conducted	1,000,000	✓	✓	✓	✓	
	9. Review staff emoluments	ED	Staff emoluments reviewed	-	✓	✓	✓	✓	
	10. Conduct on-going training to department staff	HRO	On going staff training conducted	-	✓	✓	✓	✓	
9. Strengthen the Board's Audit Functions	1. Prepare and operationalise internal audit charter	IA	Audit Charter in place	250,000	✓				
	2. Review internal controls and identify weaknesses	IA	Report on internal weaknesses in place	-		✓			
	3. Do quarterly reports on systems audits	IA	Quarterly reports on system audits in place	-	✓	✓	✓	✓	
	4. Conduct half year risk assessment audits	IA	Risk assessment audits conducted	-	✓	✓	✓	✓	
	5. Recruit 1 Assistant Internal Auditor	ED/DED	Assistant internal auditor in place	-	✓	✓	✓	✓	

	6. Conduct value for money audits	IA	Audits in Place	-	✓	✓	✓	✓	
	7. provide on-going training for department staff	HR	Staff in Internal Audit trained	250,000	✓	✓	✓	✓	
10. Institutionalize planning and reviewing within the Board	1. Hold quarterly staff meetings	DED	Quarterly meetings held	200,000	✓	✓	✓	✓	
	2. Hold monthly management meetings	DED	Monthly meetings held	200,000	✓	✓	✓	✓	
	3. Hold monthly departmental meetings	HODs	Departmental meetings held	200,000	✓	✓	✓	✓	
	4. Institute monthly departmental reports	DED	Monthly departmental reports in place	-	✓	✓	✓	✓	
	5. Establish a monitoring and planning unit	ED	Monitoring and planning unit in place	-	✓	✓	✓	✓	
11. Strengthen Board's Administrative function	1. Purchase four additional vehicles	ED	4 new vehicles in place	16,000,000	✓	✓	✓	✓	
	2. Improve fleet management	DED	Improved fleet management	-	✓	✓	✓	✓	
	3. Implement a new security system	DED	New security system in place	2,000,000	✓	✓	✓	✓	
	4. Conduct health and safety training for staff	HR	Staff trained on health and safety	240,000	✓	✓	✓	✓	
12. Strengthen the Board's procurement function	1. Delink procurement functions from finance	DED	Independent procurement department in place	-	✓	✓	✓	✓	
	2. Recruit a Procurement Officer	ED	Proc. Officer in place	-	✓	✓	✓	✓	
	3. Train department staff	HR	Staff of procurement	300,000	✓	✓	✓	✓	

			trained						
	4. Institutionalize annual departmental procurement plans	DED	Procurement plans institutionalized	-	✓	✓	✓	✓	
	5. Implement procurement operations manual	PROC. OFFICER	Manual implemented	-	✓	✓	✓	✓	
	6. Adhere to procurement laws	PROC. OFFICER	Strict adherence to procurement laws	-	✓	✓	✓	✓	
	7. Train procurement committees on procurement regulations	HR/ PROC. OFFICER	Procurement committees trained annually	400,000	✓	✓	✓	✓	

<b>KEY RESULT AREA: ICT</b>								
<b>OBJECTIVE 3: Integrate ICT in the operations of the NGOs Coordination Board.</b>								
<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>RESPONSIBLE</b>	<b>OUTPUT(S)</b>	<b>BUDGET</b>	<b>TIME FRAME</b>			
					<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>
1. Develop and implement an ICT policy	1. Develop an ICT policy	<b>ED/ICTO</b>	ICT policy in place	<b>120,000</b>	✓			
	2. Implement and operationalise the policy	<b>ED/ICTO</b>	ICT policy adopted	-	✓			
2. Increase and sustain ICT Infrastructure	1. Maintain the existing network infrastructure	<b>ED/ICTO</b>	Network infrastructure maintained	<b>1,000,000</b>	✓	✓	✓	✓
	2. Sustain robust ICT equipments	<b>ED/ICTO</b>	ICT equipment sustained	<b>3,000,000</b>	✓	✓	✓	✓
	3. Acquire additional ICT equipment	<b>ED/ICTO</b>	Additional ICT equipment acquired	<b>5,000,000</b>	✓	✓		
	4. Develop a comprehensive enterprise system	<b>ED/ICTO</b>	Comprehensive enterprise system developed	<b>6,000,000</b>	✓	✓	✓	✓
	5. Develop M&E plan in ICT services	<b>ED/ICTO</b>	M&E system for ICT developed.	-	✓			

<b>KEY RESULT AREA: Service Delivery and compliance</b>									
<b>OBJECTIVE 6: Improve service provision and compliance</b>									
<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>RESPONSIBLE</b>	<b>OUTPUT(S)</b>	<b>BUDGET</b>	<b>TIME FRAME</b>				
					<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	
1. Decentralize Services to the regions	1. Identify four regions to open regional offices	<b>ED</b>	4 regions identified	-	√				
	2. Define services to be offered at the regional offices	<b>PM</b>	Services for regionalization identified	-	√				
	3. Develop an operational framework for the regional offices	<b>PM</b>	Operational framework in place	-	√				
	4. Establish and operationalise the offices	<b>ED/PM</b>	Offices running and offering services	<b>40,000,000</b>	√	√	√	√	
	5. Recruit and deploy personnel	<b>DED/PM</b>	New personnel in place	<b>2,000,000</b>	√	√	√	√	
2. Streamline registration and post registration processes	1. Review the various registration and post registration application forms	<b>ED/PM</b>	Statutory forms reviewed	<b>1,000,000</b>	√			√	
	2. Review registration and post registration processes	<b>ED/PM</b>	Registration and post registration process improved	<b>500,000</b>	√		√		
	3. Rationalize service Points	<b>ED/PM</b>	Service points rationalized	-	√				
	4. Improve the registry cataloguing system	<b>PM</b>	Cataloguing system for registry developed	<b>300,000</b>	√	√			

	5. Develop and implement a file tracking system	PM	File tracking system developed	<b>250,000</b>	✓	✓			
	6. Develop a system of documenting file transactions	PM	System for documenting file transactions developed	<b>250,000</b>	✓	✓			
	7. Improve tracking of correspondence	PM	Tracking of correspondence improved	<b>250,000</b>	✓	✓			
	8. Establishment of a mail office	ED/PM	Mail office established	<b>1,000,000</b>		✓			
2. Improve the Board's internal capacity for vetting	1. Establish and implement a risk analysis framework	ED/PM	Risk analysis framework developed	-	✓	✓	✓	✓	
	2. Recruit an investigations officer	ED/PM	Investigations officer recruited	<b>4,000,000</b>		✓			
	3. Enter into partnerships agreements with relevant government departments	ED/PM	New partnerships in place	-	✓	✓	✓	✓	
	4. Develop a comprehensive database of NGO officials for vetting	ED/PM	Data base on NGO officials in place	<b>100,000</b>	✓	✓	✓	✓	
	5. Provide on-going training	PM/HR	On going training for departmental staff	<b>300,000</b>	✓	✓	✓	✓	
3. Provide guidance/outreach to NGOs	1. Develop guidance materials	PM	Guidance materials developed	<b>350,000</b>	✓	✓	✓	✓	
	2. Conduct guidance workshops for newly registered NGOs	PM	Quarterly guidance workshops for newly registered	<b>4,800,000</b>	✓	✓	✓	✓	

			NGOs held						
	3. Conduct regular field review visits	PM	At least 3 review visits held every year	<b>3,600,000</b>	✓	✓	✓	✓	
	4. Develop a registration information package	PM	Registration information Package developed	<b>600,000</b>		✓			
	5. Conduct Special field Visits	PM	Special Field Visits Conducted		✓	✓	✓	✓	
4. Maintain ISO 9001:2000 standards	1. Conduct 4 internal audits in a year	ED/QMR	Regular Internal Audits held as required	<b>200,000</b>	✓	✓	✓	✓	
	2. Hold 2 management review meetings every quarter	ED/QMR	Regular management review meetings on ISO	<b>200,000</b>	✓	✓	✓	✓	
	3. Address all non conformities	ED/QMR	All non-conformities addressed	-	✓	✓	✓	✓	
	4. Upgrade to ISO 9001:2008 Standard	ED/QMR	ISO status upgraded to 9001:2008	<b>600,000</b>			✓		
5. Strengthen monitoring and evaluation	1. Develop an organizational M&E framework	PM	New M&E framework in Place	<b>200,000</b>	✓				
	2. Review the operations M&E framework	PM	New M&E framework for operations in Place	<b>300,000</b>	✓	✓			
	3. Develop an annual returns monitoring system	ED/PM	Annual Returns Monitoring System in Place	<b>300,000</b>			✓	✓	

	4. Undertake a national validation survey of NGOs	ED/PM	National Validation Survey of NGOs Held	<b>90,000,000</b>			✓		
	5. Develop and implement a risk-based and proportionate approach to the regulation of NGOs	ED/PM	New approach to NGOs developed	-	✓	✓	✓	✓	

## CHAPTER SIX

### 6.0 INSTITUTIONAL CAPACITY

#### 6.1 Staff Establishment Levels

The NGOs Coordination Board's staff establishment has been largely determined by the number of NGOs and the demand for services. As the number of NGOs has continued to increase there has been an increase in the demand for services. The current staff establishment stands at 46 which is largely inadequate to enable the Board deliver on the strategic plan.

The table below shows the Board's staff establishment levels by departments and job groups. The Board will undertake a comprehensive job evaluation to determine the optimal staffing levels and identify the gaps therein.

#### Current Staff Establishment

DESIGNATION	JOB GROUP	REQUIRED	IN-POST	VARIANCE
Executive Director	1	1	1	0
Deputy Executive Director (F&A)	2	1	1	0
Deputy Executive Director (Operations)	2	1	0	-1
<b>ADMINISTRATION</b>				
Secretaries	5	4	3	-1
Personnel Officer	5	1	1	0
Drivers	7	4	4	0
Security Officer	8	1	1	0
Clerical Officers	7	3	2	-1
Receptionists	7	2	2	0
Support Staff	8	2	2	0
Legal Officer	4	1	1	0
Assistant Legal Officer	5	1	1	0
Public Relations Officer	4	1	1	0
Corporate Affairs Manager	3	1	1	0
Legal Assistant	7	1	1	0
ICT Officer	4	1	1	0
Assistant ICT Officer	5	1	1	0
IT Assistants	6	2	2	0
Chief Accountant	3	1	1	0
Assistant Accountant	5	2	2	0
Revenue Cashier	6	1	1	0
Procurement Assistant	6	1	1	0
Stores Assistant	7	1	1	0
Personal Assistant EDs Office	4	1	0	-1
Customer Care Officer	5	1	0	-1
<b>AUDIT</b>				
Internal Auditor	3	1	1	0
Audit Assistant	5	1	0	-1
<b>PROGRAMMES</b>				
Programmes Manager	3	2	1	-1
Assistant Programmes Manager	4	1	1	0

Projects Officers	4	4	1	-3
Programme Secretary	6	1	1	0
Annual Returns Officer	6	1	1	0
Assistant Annual Returns Officer	7	2	1	-1
Information and Documentation Officer	5	1	0	-1
Registry Clerk	6	1	1	0
Registry Assistants	7	2	3	-1
Data Entry Clerk	6	3	2	-1
Data Analyst	6	2	1	0
Project Officer-Documentation	5	1	1	0
Project Assistant- Documentation	6	1	1	0
Project Assistants	5	6	1	-5
<b>Totals</b>		<b>67</b>	<b>49</b>	<b>18</b>

### **6.1.1 Human Resource Capacity gaps**

1. Inadequate skills
2. Improper placement of functions
3. Inadequate funding to engage more funds

### **6.1.2 Human Resource Capacity Building Strategies**

1. Training of staff in relevant areas
2. Recruitment of skilled staff/redeployment of staff that are not properly placed
3. Review organization structure to realign departments and reporting lines.

### **6.2 Training Needs**

To establish the actual training needs, the Board intends to conduct a Training needs assessment to establish skills and competence levels for each department and develop a skills development plan which will be implemented during the plan period. However, the Board has identified areas that need urgent intervention as regards human resource capacity development.

## TRAINING PLAN

<b>TRAINING PROGRAMME</b>	<b>TARGET GROUP</b>	<b>TYPE OF TRAINING</b>	<b>TRAINING CONTENT</b>	<b>BUDGET</b>
<b>ADMIN &amp; FINANCE</b>				
Financial and Accounting management	Chief Accountant, Assistant accountant, Accounts Assistant, Internal Audit	Certified Public Accountant	Management	400,000
Human Resources Management	HR/ Admin Officers, Procurement & Supplies Management	Diploma in HR and Supplies and Procurement	Management	150,000
Strategic Leadership	Executive Director/ DED	Diploma	Management	300,000
Public Relations and customer care	Corporate Affairs, Secretaries and Receptionist	Short Courses	Technical	120,000
Report Writing	ICTO, ARO, PSEC, Admin Sec, Registry Clerk	Short Courses	Technical	300,000
Conduct of meetings and minute writing	Psec, Admin Sec, EDs Sec,	Short Courses	Technical	100,000
Effective Management Communication	All HODs and Heads of Sections	Short Courses	Management	320,000
Strategic Planning and Management	All HODs and Heads of Sections	Short Courses	Management	320,000
Senior Management	HODs and Heads of Sections	Short Courses	Technical	320,000
Corporate Governance	CAM	Short Courses	Technical	60,000

Integrated Payroll and Personnel Database	Accounts staff/ HR officer	Short Courses	Technical	250,000
Website Development and management	ASS. ICTO	Short Courses	Technical	100,000
Computer Networking for E-Government	ICTO/ASS.ICTO	Short Courses	Technical	100,000
Computer based records management	ICTO/Registry Clerk	Short Courses	Technical	160,000
Public Procurement Management Course	CA/Procurement Asst.	Short Courses	Technical	100,000
Managing the Audit Function	IA	Short Courses	Technical	78,000
ISO training courses	MR, AMR, Auditors	Short Courses	Technical	250,000
<b>PROGRAMMES DEPT</b>				
Management	PM/APM	Short Course	Management	100,000
Preparation of Cabinet Memoranda	PM/APM			
Policy Analysis	PM/APM	Diploma	Technical	120,000
Public Sector Management	PM/APM	Short Course	Management	120,000
Public Administration	ARO, Post Registration Services Officer (s), PA	Diploma/Certificate	Management/ technical	300,000
Monitoring and Evaluation	PO	Short Course	Technical	40,000
Advanced ICT skills	ALL staff	Short Course	Technical	400,000
Project Management	Data Management Staff (5)	Short Course	Technical	100,000
Advanced Statistical Packages	Data Management Staff (3)	Certificate	technical	180,000
Research Methods	Data Analyst	Certificate	Technical	50,000
Investigations	PA	Short Course	Technical	50,000
Advanced Information	RC	Diploma	Technical/management	100,000

Management				
Records Management	Registry assistants	Certificate	Technical	100,000
<b>TOTAL COST</b>				4,980,000

### **6.3 Infrastructure**

1. Office space- the Board is expanding rapidly and the current office space is fully occupied. The Board will therefore be required to acquire additional office space.
2. Work stations- there are inadequate workstation for the Board Staff. Existing work stations are poorly designed leading to poor utilization of available space. The Board will therefore provide well planned workstations for its staff.
3. ICT equipment- the Board has raised its staff computer ration progressively to 1:1. However, there are deficiencies in other ICT equipment and software. To effectively implement this plan the Board will develop a replacement plan for ICT equipment that is becoming obsolete as well as provide additional equipment for staff.
4. Security –there is need to safeguard the security of the Board’s assets and records especially those available on-line. As a result, the Board will ensure that all its assests and records are secure.

## CHAPTER SEVEN

### 7.0 RESOURCE FLOWS

#### 7.1 Projected Resource Requirements

To effectively implement the plan, the Board requires Ksh. 255,310,000. This excludes the usual operational costs for the Board.

**Table 10.1 Summary of Resource Requirements for the Period 2008/2009-2012/2013**

<b>STRATEGIC OBJECTIVE</b>	<b>BUDGET IN KSH.</b>
Improve the policy, legislative and regulatory environment	29,300,000
Strengthen the Board's technical and institutional capacity to adequately address its mandate	59,590,000
Integrate ICT in the operations of the NGOs Coordination Board.	15,120,000
Improve service provision and compliance	151,300,000
<b>TOTAL</b>	<b>255,310,000</b>

#### 7.2 Resource Mobilization Strategies

1. Upgrading the Board
2. Rationalise our service charges
3. Seek fund from development partners
4. Product development
5. Value addition to our services

## CHAPTER EIGHT

### 8.0 MONITORING AND EVALUATION

The Board is cognizant of the need to generate, analyze and document data on progress made in the implementation of this strategic plan. The Board will develop a monitoring and evaluation plan which will be used to track progress towards expected outputs and outcomes and at the same time ensure lessons are drawn from project implementation. All the Departments will be responsible for monitoring and evaluation. Regular reports will be submitted to the Board of Directors and the Parent Ministry

### 8.1 Risk Analysis

Risks identified can be classified as operational, financial, strategic and technological. These are discussed below.

#### 8.1.1 Strategic Risks

a) Changes in the placement of the NGOs Coordination Board currently under the Ministry of National Heritage and Culture may destabilize implementation of some activities that the Ministry is going to support.

#### 8.1.2 Organizational Risks

a) Changes in the management of the NGOs Coordination Board and staff turnover

#### 8.1.3 Operational Risks

- a) Existence of parallel registration regimes for charitable organizations
- b) High mortality rate of NGOs

#### 8.1.4 Financial Risks

- a) Inadequate funding for implementation of programmes
- b) Lack of donor support
- c) Reduction in revenue

#### 8.1.5 Technological Risks

- a) Changes in technology
- b) Reluctance of organization to adopt to new technological innovations

### 8.2 Mitigation, Monitoring and Reporting of the Risks

To mitigate the effects of the above risks on this Plan, the Board will implement the following measures:

- a) *Strategic*- the Board should ensure that it has the capacity to implement all its programmes.

- b) *Financial*- Need to develop a resource mobilization strategy and prudent financial management practices.
- c) *Operational*- the NGOs coordination Board will become a one stop shop for all charities in Kenya while also provide capacity support to NGOs to reduce mortality rates.
- d) *Technological*- provide investment in ICT and build capacity of staff in the same area. At the same time the Board will ensure that it is abreast with technological changes.
- e) *Organizational*- ensuring staff retention while at the same time ensure that planning is participatory.

### **8.3 Results Matrix**

The results matrix identifies the key outcomes, strategies and indicators that the will help the Board in the Monitoring and Evaluation of the strategic plan.

## RESULTS MATRIX

<b>OBJECTIVE:</b> Improve the legal, policy and regulatory environment for the NGO/CSO sector									
<b>OUTCOME:</b> improved legal and regulatory environment for the NGO/CSO sector									
<b>OUTCOME INDICATOR:</b>									
OUTPUT (Target for the Five Years)	OUTPUT INDICATOR	UNIT	BASELINE YEAR (2008/2009)	BASELINE VALUE (2008/2009)	TARGET				
					Y1	Y2	Y3	Y4	
1. Review the NGOs Coordination Act 1990	Number of legislation passed	No	2008/2009	0	1	0	0	0	
2. Strengthened the Legal Office	Number of additional personnel in the department	No	2008/2009	0	0	0	1		
3. Code of Conduct for NGOs	Code of conduct in place	No	2008/2009	0	0	0	1		
4. Audit procedures for NGOs	Audit procedures for NGOs in Place	No	2008/2009	0	0	0	1		
5. Advise the government on activities of NGOs	Number of policy briefs prepared	No	2008/2009	0	1	1	1	1	
6. Improved GOK-CSO collaborations	Number of NGOs engaging government	No	2008/2009	0					

<b>OBJECTIVE:</b> Strengthen institutional structures and improve the corporate image of the NGOs Coordination Board									
<b>OUTCOME:</b> Strong Institutional structures and improved image of the Board									
<b>OUTCOME INDICATOR:</b>									
OUTPUT (Target for the Five Years)	OUTPUT INDICATOR	UNIT	BASELINE YEAR (2008/2009)	BASELINE VALUE (2008/2009)	TARGET				
					Y1	Y2	Y3	Y4	Y5
1. Improved the human resource functions	Fully fledged HR department in place	NO.	(2008/2009)	0	1	0	0	0	0
2. Strengthened Audit functions	Audit charter in place and being used	NO.	(2008/2009)	0	1	0	0	0	0
3. Improved Corporate Image and culture	number of corporate activities the board has engaged in	NO.	(2008/2009)	2	6	8	10	12	14
4. Institutionalized planning and reviewing within the organization	Number of management and departmental meetings	NO.	(2008/2009)	3	12	12	12	12	12
5. Strengthened Boards administrative functions	Number of key administrative centers of support established	NO.	(2008/2009)	1	2	1	0	0	0

6. Strengthened Financial management systems	Financial system in place		(2008/2009)	0					
7. Increased Board revenue	Increase in Boards revenue and financial	Ksh.	(2008/2009)	90,000,000	112,000,000	134,000,000	156,000,000	178,000,000	200,000,000
8. Decentralized Services to the regions	Number of regional offices opened	NO.	2008/2009	0		2	2	2	2
9. Increased staff capacity for effective service delivery	Number of staff trained on regulation	NO.	2008/2009	-	2	3	4	4	4
10. Strengthened Policy analysis and research functions of the Board.	Number of research and policy documents published	NO.	2008/2009	1	2	3	4	5	6
11. Strengthened Corporate Affairs and Communications office	Number of corporate events held in a year	NO.	2008/2009	1	3	4	4	4	4

**OBJECTIVE: Integrate ICT in the operations of the NGOs Coordination Board.**

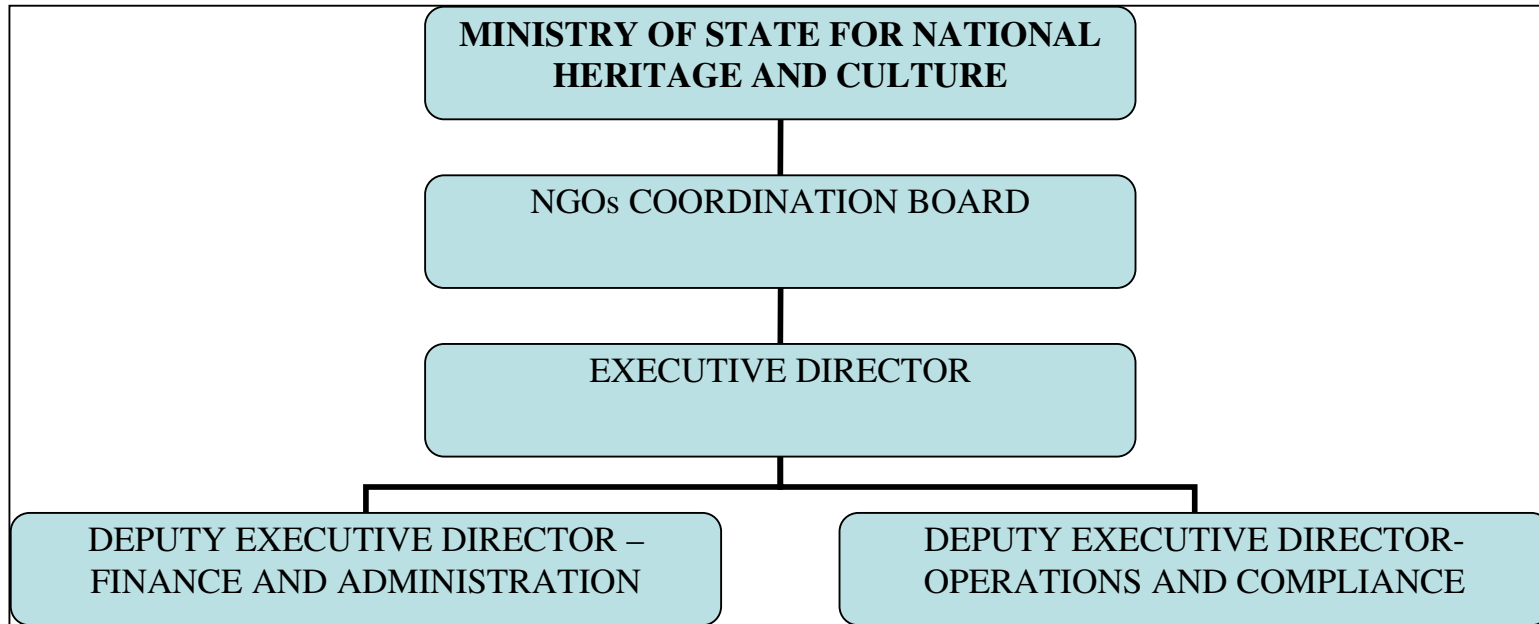
**OUTCOME: fully integrate ICT in Board Operations**

**OUTCOME INDICATOR:**

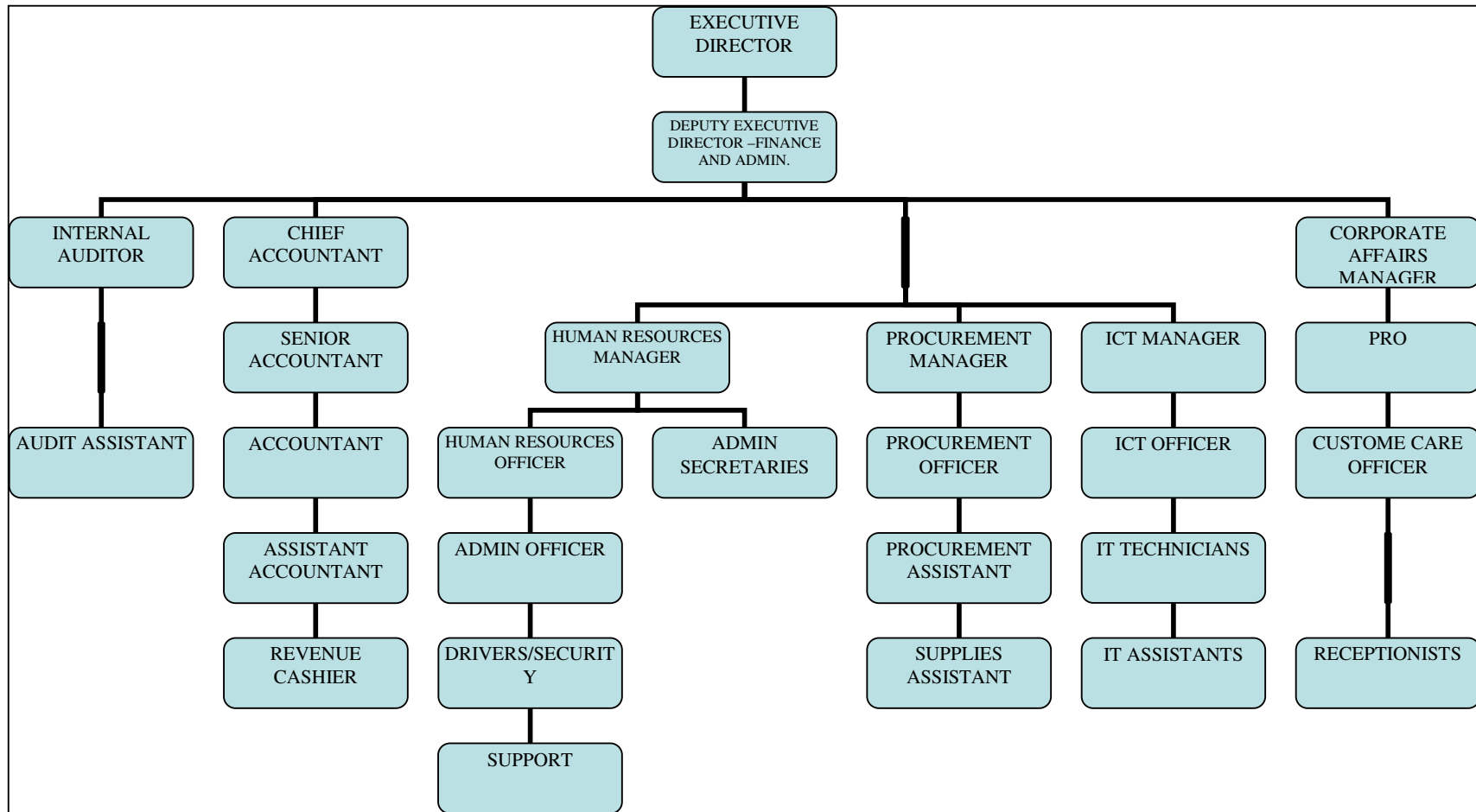
OUTPUT (Target for the Five Years)	OUTPUT INDICATOR	UNIT	BASELINE YEAR (2008/2009)	BASELINE VALUE (2008/2009)	TARGET				
					Y1	Y2	Y3	Y4	Y5
1. ICT policy	Number of services fully computerised	Number	2008/2009	0					
2. Increased and sustained ICT infrastructure	Number of additional Computers	Number	2008/2009	30		38	46	54	62
	Upgraded Network Backbone			Windows Server-'03 SQL Server -05 Mail Xchange - 2005 Proxy-ISA 2006 BW – 64/128					Windows Server-'08 SQL Server -08 Mail Xchange - 2007 Proxy-ISA 2006 BW – 128/256

<b>OBJECTIVE:</b> Improve service provision and compliance									
<b>OUTCOME:</b> Improved Service Delivery and compliance									
<b>OUTCOME INDICATOR:</b>									
OUTPUT (Target for the Five Years)	OUTPUT INDICATOR	UNIT	BASELINE YEAR (2008/2009)	BASELINE VALUE (2008/2009)	TARGET				
					Y1	Y2	Y3	Y4	Y5
1. Streamlined registration and post registration processes	Reduction in registration time	Time	2008/2009	90 days	90	90	90	90	90
2. Improved Board's internal capacity for vetting	Reduced time for vetting	Time	2008/2009	90 days	60	60	60	60	60
3. Guidance/outreach Provided to NGOs	Number of guidance seminars held annually	No.	2008/2009	4	4	6	8	10	12
4. ISO 9001:2000 standards Maintained	ISO Certificate maintained	-	2008/2009	-	-	-	-	-	-
5. Strengthened monitoring and evaluation	M & E framework in place	-	2008/2009	-	-	-	-	-	-

**ANNEX 1: PROPOSED ORGANOGRAM FOR THE NGOs COORDINATION BOARD**



## FINANCE AND ADMINISTRATION



## OPERATIONS AND COMPLIANCE

